

WHITE HOUSE  
FAITH-BASED  
AND  
COMMUNITY  
INITIATIVES

STRENGTHENING  
COMPASSION

ROUNDTABLE

*Building the Capacity of  
Frontline Faith-Based and  
Community Organizations*



December 9, 2008



## INTRODUCTION

In January 2007, the White House Office of Faith-Based and Community Initiatives (OFBCI) launched a series of monthly Compassion in Action Roundtable meetings to highlight organizations, programs and policies that effectively address critical social needs. The roundtables convene and facilitate discussion between policy makers, government officials, philanthropists, and faith-based and other community service providers around targeted issues.

The events are designed to advance a broad-based reform agenda that regards frontline nonprofit organizations as central players in addressing poverty, disease and other great needs. Each roundtable highlights and explores innovative models and promising practices for government partnership with faith-based and other community organizations to solve real-world problems.

Over the past eight years, hundreds of millions of dollars has been invested in Federal efforts to build the effectiveness and impact of frontline nonprofits in combating poverty, disease and other pressing needs. These initiatives have had a significant impact in the work of organizations providing critical social services across the country and around the world.

Today's Roundtable will focus on innovative and effective policies, programs and partnerships that engage faith-based and community solutions to strengthen and build the capacity of front-line nonprofits. Leaders from the public and private sector will explore highlights of this work, examining models that have proven most effective significant lessons learned along the way. The Faith-Based and Community Initiative is built from the conviction that the most effective way to address our communities' great needs is to draw upon the unique strengths of every willing community and faith-based partner.



# STRENGTHENING COMPASSION: BUILDING THE CAPACITY OF FRONTLINE FAITH-BASED AND COMMUNITY ORGANIZATIONS

**December 9, 2008      10:15 am – 12:30 pm**

**10:15 am – 10:30 am      Welcome and Introduction**

Jedd Medefind, Special Assistant to the President and Acting Director  
White House Office of Faith-Based and Community Initiatives

**10:30 am – 11:10 am      Compassion Capital Fund: Capacity-Building Programs**

*Facilitator:* Daniel Schneider, Acting Assistant Secretary, Administration for Children and Families, U.S. Department of Health and Human Services

*Communities Empowering Youth*

Maria Nagorski, Executive Director, Fair Chance

Kelli Taylor, Co-founder and Executive Director, Free Minds

*Targeted Capacity (Mini-Grants)*

Qaadirah Abdur-Rahim, Executive Director, Future Foundation, Inc.

*CCF Retrospective Studies*

Amy Minzner, Associate, Abt Associates Inc.

*CCF Demonstration Grant (Intermediary)*

David Wright, Executive Director, Black Ministerial Alliance

Samuel Acevedo, Executive Director, Boston Higher Education Resource Center

**11:10 am – 11:20 am      Best Practices of Capacity Building Intermediaries**

Dawn Pilkington, Program Director, CCF National Resource Center

**11:20 am – 12:00 pm      Growing America's Supply of Compassion: Capacity-Building Projects**

*Facilitator:* Steve McFarland, Director, Task Force for Faith-Based and Community Initiatives, U.S. Department of Justice

Byron Johnson, Professor of Sociology, and Director, Institute for Studies of Religion, Baylor University

Jovette Gadson, Project Manager, Center for Faith-Based and Community Initiatives, U.S. Department of Housing and Urban Development

Angela H. Taylor, Ph.D, Director of Research, Evaluation and Partnerships, William Byrd Community House

Erin Brackney, Policy and Research Specialist, Research, Learning & Evaluation, OneStar Foundation

**12:00 pm – 12:30 pm      Building While Serving: Service Delivery Partnerships that Incorporate Substantive Capacity Building**

*Facilitator:* Rhett Butler, White House Office of Faith-Based and Community Initiatives

Daphne Walker-Thoth, Executive Director, Committed Caring Faith Communities

Jonathan Ford, Executive Director, Turning the Tide

Susan Adams, Director of New Partner Outreach, Office of the U.S. Global AIDS Coordinator, U.S. Department of State



## FEATURED CAPACITY BUILDING EFFORTS

### STRENGTHENING COMPASSION ROUNDTABLE

#### Abt Associates Inc.

One of the largest non-partisan, government and business research and consulting firms in the world, Abt Associates applies rigorous research and consulting techniques, and technical assistance expertise, to a wide range of social, economic, health, and technological policy issues, international development, clinical research, and complex business problems. Since its founding in 1965, Abt Associates has provided services to U.S. federal, state and local governments; foreign governments; international organizations; foundations; and business and industry. The company's staff of over 1,200 is located in offices in Cambridge, Massachusetts; Atlanta, Georgia; Bethesda, Maryland; Durham, North Carolina; Lexington, Massachusetts (Abt BioPharma Solutions, Inc.); New York, New York (Abt SRBI) and over 40 project offices around the world.

The company applies its expertise in research, technical assistance, strategy planning, and subject area knowledge to a wide variety of problems in the public and private sectors. In the United States, Abt Associates has helped shape many important and complex public programs, including Medicaid, welfare reform, Head Start, crime reporting, and housing experiments. Examples of Abt Associates' work include research, evaluation and technical assistance related to improving the effectiveness of government programs, the efficacy of new pharmaceuticals, the cost-effectiveness of environmental regulations, the usefulness of new education strategies, the efficiency of healthcare systems, the incidence and prevalence of diseases, the effectiveness of customer satisfaction and market positioning strategies, and the measurement of public opinion.

In 2008 Abt Associates was ranked as one of the top 20 U.S. research organizations, one of the top 25 global research firms, and one of the 100 largest employee-owned companies in the United States. Abt Associates' gross revenue was approximately \$225 million for the fiscal year ending March 31, 2008.

For more information about the Company visit [www.abtassociates.com](http://www.abtassociates.com).

#### Black Ministerial Alliance

The overall goal of the Boston Capacity Tank is to strengthen the program and management capacity of organizations working with at-risk and high-risk youth in Boston. The Boston Capacity Tank, the largest program of the Black Ministerial Alliance, is a collaborative community-based and faith-based effort involving more than 250 youth service providers. In 2004, the Boston Capacity Tank shifted its focus to concentrate on supporting and coordinating a citywide system of services to address the needs of court-involved and other youth at high-risk. The program accomplishes its goals through the following eight overlapping and interrelated components:

1. Re-granting Funds: Between October 2002 and the June 2006, this model demonstration program redistributed funds raised from public and private sources to provide 110 agencies with capacity building and program expansion grants reaching more than 30,000 youth. An Oversight Committee composed of representatives from some of Boston's largest foundations, plus community- and faith-based leaders, work with our staff to make collective decisions on the re-distribution of these funds where they are most needed and where a grant will have the greatest impact on youth services. As of June 2006, funds were distributed to the following organizations as mandated by our federal grant:

56 faith-based organizations received grants totaling \$1,307,447; and

54 community-based organizations received \$1,270,198 in grants.

The BMA is pleased to report that Boston Capacity Tank, evaluated as one of the best in America, has recently awarded another grant to sustain this capacity-building work through 2010.

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2. Agency assessments and technical assistance: In 2007, technical assistance was provided to 161 organizations, 47 of which obtained extensive technical assistance through the Boston Capacity Tank, following an assessment on the agencies' need for these services.
  3. Training Workshops: Last year, the Boston Capacity Tank (BCT) provided 49 training workshops to 140 youth service providers. While viewed initially as a small program component to supplement technical assistance services, we have found that these training workshops are well attended and in high demand. Youth service providers' evaluations indicate that these workshops provide them with critical skills, not taught in college, to manage programs for traumatized youth.
  4. The Annual Youth Conference brings together approximately 408 youth service providers, public and private funders and employers to share lessons learned and to develop joint activities that strengthen the community's ability to address the needs of the city's youth at high-risk.
  5. Communities Empowering Youth Partnership: The goal of this program component is to build the capacity of the ten partnering agencies, to work collectively to provide more effective and better-coordinated violence prevention services, leading to improved youth outcomes.
  6. The High-Risk Youth Network is one of Boston's largest and only open public/private partnerships focused on learning how youth service organizations can collectively "strengthen the fabric or network of services for high-risk youth in Boston."
  7. Capacity Building Intermediary: The Boston Capacity Tank (BCT) works with other funding sources, to provide technical assistance and coordination of grants made to small non-profits.
  8. Teen Cafés & Jobs for Youth: Teen Cafés are youth-led activities that refocus the energy/skills that

young people now use on the street to organize their gangs in positive directions, beneficial to all teens participating. Cafés open during weekend evening hours, are available for youth during times when most violent crimes occur in the neighborhoods targeted and during times when most other youth services are closed. The Jobs for Youth component of this program provides work and job training opportunities for court-involved youth.

### **Committed Caring Faith Communities**

Committed Caring Faith Communities (CCFC) is a 13-year-old statewide interfaith not-for-profit 501©3 organization whose mission is to empower and support Missouri's faith organizations in their substance abuse prevention, treatment, recovery, and related services. It prepares faith organizations to lead the charge for wholeness in families and communities by providing them with education, training, and technical assistance that includes, but is not limited to, capacity-building, strategic planning, grant writing, fund development, board development, and coalition development.

CCFC is the entity in Missouri responsible for credentialing faith and community-based recovery support service providers. It works closely with the Missouri Division of Alcohol and Drug Abuse in implementation of the state's Access to Recovery (ATR) program. In addition, CCFC offers a 32-hour course on substance abuse and addiction for the faith community known as the Addictions Academy, and it coordinates the faith-based track at the Missouri Department of Mental Health's annual Spring Training Institute for mental health, substance abuse, and corrections professionals.

In May 2008, CCFC was recognized by Focus St. Louis with its What's Right With the Region Award for its innovation in involving the faith community as a leader in substance abuse prevention and recovery support.



## Fair Chance

Fair Chance builds the capacity of nonprofit organizations that improve the lives of children and youth living in Washington, D.C.'s most underserved communities. Since 2002, Fair Chance has helped 40 partner organizations raise more than \$2 million in new funds, increase the number of youth they serve by an average of 25%, reach nearly 15,000 children and youth and strengthen their boards and their organizational infrastructures.

Fair Chance partners with promising community-based nonprofits serving children, youth and families in Washington, D.C to improve their capacity, strengthen their sustainability, impact and success. Our specially trained Capacity Building Specialists provide comprehensive, yearlong capacity-building partnerships. The partnerships begin with an organizational assessment and focus on eight service areas. We use a holistic highly customized approach to capacity building which assures that all systems within the organization are strengthened.

Fair Chance has helped our partner organizations raise substantial new funds, broaden their donor base, increase the number of youth they serve by an average of 25% and expand their programming! These achievements are the result of our proven capacity building strategies that empower organizational success and focus on building sustainable organizations.

## Free Minds

Free Minds Book Club & Writing Workshop was formed in November 2002 to redirect a seriously underserved segment of "at-risk" youth in Washington, DC—juveniles charged and incarcerated as adults at the DC Jail. The program's mission is to introduce these youth to the life-changing power of books and creative writing. By mentoring and connecting them to supportive services throughout their entire incarceration and into reentry, Free Minds inspires these youths

to see their potential and achieve new educational and career goals.

Since it began, Free Minds has served nearly 300 youth, all initially 16 and 17 year-old males charged with violent crimes under Title 16 of the DC Official Code, which allows juveniles to be charged and incarcerated as adults. The majority of the population served comes from the most crime-stricken neighborhoods of Washington, DC's Wards 6, 7 and 8, where nearly half of the children live below the poverty rate.

Reaching this population is critical to preventing violence in our community. Juveniles who serve time in adult facilities are at extremely high risk for future criminal activity. Studies show that they are likely to reoffend more violently, more often, and sooner after release than those held in juvenile facilities. The services and support that these youth receive during their incarceration can be crucial to preventing future crime and violence. By reaching them at this critical juncture, and exciting them about learning, Free Minds motivates these youths to pursue positive new directions for their futures.

## Future Foundation, Inc.

Future Foundation is a youth development organization that provides comprehensive after school solutions, meeting pressing metro Atlanta community needs. Established in 2001, the agency exists because of visionary and founder, Shareef Abdur-Rahim. A Sacramento Kings Coach (recent Forward), Cal basketball star and Trumpet Award recipient, Abdur-Rahim envisioned an agency dedicated to supporting youth in his home neighborhood. A native of Southwest Atlanta, Abdur-Rahim witnessed the important role community organizations played in nurturing healthy and successful youth. Consequently, Future Foundation programs were established to benefit underserved youth and instill in each the values of self-confidence, healthy decision making, and educational excellence. The impact of Future Foundation runs deep with nine dynamic programs and three annual events designed

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to positively influence over 4,000 underserved youth, grades 5–12. Students build the character necessary to succeed in school and life through afterschool programs, an engaging abstinence education curricula, and lessons that teach the value of building healthy relationships. Monthly workshops empower parents with knowledge of youth culture and trends. Partnering youth-serving organizations benefit through capacity-building programs, which equip nonprofit leaders with the resources, training, and network to effectively deliver services. Combining innovative programs, cutting-edge research, and a relentless approach to building capacity, Future Foundation stands as the premier youth development agency forever committed to developing today's youth for the future.

### **Institute for Studies of Religion, Baylor University**

ISR exists to initiate, support, and conduct research on religion, involving scholars and projects spanning the intellectual spectrum: history, psychology, sociology, economics, anthropology, political science, theology, and religious studies. Our mandate extends to all religions, everywhere, and throughout history. It also embraces the study of religious effects on such things as prosocial behavior, family life, economic development, and social conflict. While always striving for appropriate scientific objectivity, our scholars treat religion with the respect that sacred matters require and deserve.

### **OneStar Foundation**

OneStar Foundation: *Texas Center for Social Impact* is the extraordinary next step in a 31-year history of Texas governors' support of nonprofits and volunteers. Whether nonprofits are strengthening education, fighting hunger, promoting health or helping people overcome trauma or tragedy, OneStar is united behind their mission: improving lives. We support the front lines on the fight against poverty, abuse, neglect, homelessness and addiction. We connect the sector with government and business communities, set new

performance expectations and seek innovative new approaches to solve the social issues of today. We champion nonprofits' efforts to professionalize and capitalize on their operations and mission. On every level, we improve the lives of every Texan—every day.

The success of nonprofits is being targeted through four focus areas at OneStar. *Service and Volunteerism* manages Texas' national volunteer programs and engages them to create community-wide approaches to address social issues. *Nonprofit Organizational Excellence* develops and teaches strategies on improving operations, performance and end results. Studies created and provided by *Research, Evaluation and Learning* report valuable information about nonprofit sector best practices and policies. *Social Innovation and Entrepreneurship* will be launched later this year to encourage nonprofits to establish long term strategies and creative approaches to accomplishing their missions.

### **Turning the Tide**

Turning the TIDE stands for Technology and Information Delivered for Empowerment. The name refers to Taylor Tabernacle's mission of literally Turning the TIDE of the condition and aspirations of residents in West Philadelphia from one of little or no hope, to one of revitalized thinking and empowerment. While many community residents do not believe in the potential they have, we see it as clear as the morning sun and are committed to working hand in hand with as many as possible to cause them to see this rising sun within them.

With support from grants through the Department of Labor, my organization now offers technology training, employment services, HIV and AIDS counseling and testing and other supportive services to ex-prisoners, helping them to secure employment and build successful lives. Between 2005 and 2008, TIDE has been able to serve 709 people.

In addition to helping ex-prisoners attain successful employment and life skills, Turning the Tide has received a number of federal grants and corporate

sponsorship to support its renowned program, Project ECHO (Empowering Communities Help Others), which focuses on providing job training and job placement services, along with entrepreneurial training, for ex-prisoners.

### William Byrd Community House

The mission of William Byrd Community House is to create pathways to success through direct delivery of high quality programs for individuals and families in need in the Richmond area, and to be an intermediary organization, engaging partners in a coordinated effort to help our clients get the information, referrals and resources they need to move toward self-sufficiency.

## FEDERAL EFFORTS FOR CAPACITY-BUILDING

### Small Business Administration

Through both its financial assistance programs and its entrepreneurial programs, the Small Business Administration (SBA) is expanding the capacity of nonprofit organizations to promote small business growth. For example, nonprofit credit unions, microlenders, and certified development companies provide SBA credit assistance to small businesses unable to obtain credit at reasonable terms. In addition, through its nonprofit partners at Women's Business Centers and SCORE "Counselors to America's Small Business," SBA provides management counseling and training to small businesses, including nonprofit FBCOs. This technical training includes evaluation of best practices for developing a business plan, managing and growing a small organization, identifying appropriate sources of capital, ensuring continuity of operations, and other key issues facing small organizations. SBA and its non-profit partners focus on assisting underserved and rural communities and populations, including minorities, veterans, Native Americans, and women. In 2008, over one million small businesses received assistance from SBA's counseling and training partners.

### U.S. Agency for International Development

#### *Capacity Building Activities*

Institutional capacity building is a key need for small-to medium-sized nongovernmental organizations (NGOs) seeking to work with the U.S. Government or other major donors in foreign assistance. Because of this need, USAID and the State Department have built capacity building and technical assistance into several of their programs focused on providing grants to new NGO partners. In addition, USAID country offices or Missions provide some capacity building resources (training and technical assistance) in country. NGOs working in other countries should contact their local USAID Mission to find out if there are any capacity building opportunities available for them or their local partners.

#### *The Capable Partners Program and NGOConnect.net*

The Academy for Educational Development's Capable Partners Program (CAP) is funded by USAID to strengthen the organizational capacity and sustainability of NGOs, NGO networks, intermediate support organizations and coalitions. CAP is designed to strengthen organizations in any sector—or across multiple sectors—such as health, environment, education, information technologies, gender, conflict mitigation, business development or civil society. It is used by USAID programs and offices to improve NGO technical and organizational capacity and to strengthen partnerships among the NGO sector and government, business, labor, faith and other sectors. Their website for NGOs (<http://www.NGOConnect.net>) is a wealth of information providing tools and resources for the strengthening of NGOs.

#### *The New Partners Initiative*

The New Partners Initiative (NPI) announced by President George W. Bush in 2005 on World AIDS Day, is part of a broader effort within the President's Emergency Plan for AIDS Relief (PEPFAR) to work with new partners, including community and faith-based

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organizations, and has a focus on enhancing their technical and organizational capacity and ensuring the quality and sustainability of HIV/AIDS programs by building community ownership. Many organizations have the capability to reach people who need HIV/AIDS services, but lack experience in working with the U.S. Government and its processes. Community- and faith-based organizations, in particular, represent vital but underutilized resources. Building the capacity of organizations at the community level through NPI helps to build local ownership of HIV/AIDS responses for the long term.

#### *Malaria Communities Program*

The Malaria Communities Program (MCP) is a \$30 million initiative created under the President's Malaria Initiative to support the efforts of communities and indigenous organizations to combat malaria in Africa. The MCP will identify and enable groups to become new partners in the effort to extend the coverage of malaria prevention and control activities to reach a larger proportion of those most affected by malaria, particularly children under age 5 and pregnant women. As part of the program, it includes technical assistance to help increase the capacity of its partners to undertake community-based malaria prevention and treatment activities.

#### *Child Survival and Health Grants Program (CSHGP)*

Perhaps more than any other programming category at USAID, maternal and child health funding has involved the creative use of grassroots groups, including diverse models of partnerships with religious organizations, in achieving programming goals. Two important components of the CSHGP include: (1) a technical support contract with Macro International for the Child Survival Technical Support Plus Project (CSTS+) and (2) a cooperative agreement with the CORE Group, a network organization of 47 international NGO members collectively working in more than 180 countries. Both the CSTS+ and the CORE Group have websites that provide valuable informa-

tion and resources to FBCOs interested in working in child survival and health programs. For more information on CORE Group activities and resources, see the CORE website: <http://www.coregroup.org>. CSTS+ offers an array of ad hoc technical support CSHGP partners, including grantees, potential grantees and new partners through a team with expertise in monitoring and evaluation, technical child survival and health interventions, organizational development, family planning/reproductive health, and health management information systems. For more information, see the CSTS+ website: <http://www.childsurvival.com>.

#### *Development Grants Program (DGP)*

The DGP is a new USAID program targeted at providing grants to NGOs new to working with the U.S. Government. Similar to the NPI and MCP, the DGP will provide technical assistance to aid U.S.-based and indigenous NGOs who receive a grant in implementing their programs and in meeting the technical requirements of working with USAID.

#### *Private Voluntary Cooperation Division of the Office of Development Partners*

USAID's Office of Development Partners (ODP) has an office focused on work with NGOs known as the Private Voluntary Cooperation (PVC) Division. This office has offered capacity building training and resources for NGOs. In addition, the PVC office oversees the Private Voluntary Organization (PVO) registration process, which in itself is a capacity building exercise and which is a requirement for many USAID programs.

The PVO Registration Guidance outlines USAID's registration process for U.S. and international private voluntary organizations. Registered PVOs are eligible to compete for assistance funds that are available through USAID. An organization that wishes to be listed in USAID's PVO Registry must complete the process on an annual basis. More information is available at the following website: [http://www.usaid.gov/our\\_work/](http://www.usaid.gov/our_work/)



[cross-cutting\\_programs/private\\_voluntary\\_cooperation/reg.html](http://www.acf.hhs.gov/programs/private_voluntary_cooperation/reg.html)

## U.S. Department of Health and Human Services

The U.S. Department of Health and Human Services (HHS) is the United States government's principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves. Each year, HHS administers more grant dollars than all other federal agencies combined—distributing 60% of all federal dollars awarded. With programs covering a wide spectrum of activities, there are many opportunities for faith-based and community organizations to partner with HHS. HHS is committed to building the capacity of faith-based and community organizations and has developed a number of key resources for increasing their effectiveness. The following are key programs and resources from HHS and additional information can be found at [www.hhs.gov/fbci](http://www.hhs.gov/fbci).

### *Compassion Capital Fund*

The Compassion Capital Fund (CCF), launched in 2002 by President Bush, helps FBCOs increase their effectiveness and enhance their ability to provide social services to those most in need. This is accomplished through three competitive grant programs: the Demonstration program, the Targeted Capacity Building program, and the Communities Empowering Youth program.

The Demonstration program funds intermediary organizations that serve as a bridge between the federal government and the faith-based and community organizations the program is designed to assist. The intermediary organizations provide training, technical assistance, and capacity-building sub-awards to faith-based and community organizations. In addition, the Targeted Capacity Building program makes capacity-building awards directly to faith-based and community organizations nationwide. The Communities Empowering Youth program awards funds to organizations and their FBCO partners to build organizational capac-

ity, which collectively equips them to combat gang activity, youth violence, and child abuse and neglect.

Since CCF's inception, a total of \$264 million has been awarded directly to faith-based and community organizations:

- 112 grants totaling \$154.8 million have been awarded to Demonstration program intermediary organizations since 2002, and approximately 4,100 sub-awards have been awarded by those intermediaries to grassroots nonprofits to date
- 993 Targeted Capacity Building grants have been awarded since 2003 for a total of \$48.2 million
- 131 Communities Empowering Youth grants have been awarded since 2006, totaling \$60 million

For a full listing of current CCF grantees visit [www.acf.hhs.gov/programs/ccf/](http://www.acf.hhs.gov/programs/ccf/)

### *The National Resource Center*

CCF has established a National Resource Center (NRC) to ensure that intermediary organizations and FBCOs funded under CCF are adequately equipped with the information and training they need to successfully implement their capacity-building grant projects. Through the NRC, CCF provides the following resources for grantees:

- Capacity-building support at the national level by working directly with federal agencies and CCF intermediary organizations
- Expert resources regarding faith-based and community initiatives and promising practices
- A repository and distribution center for information, tools, and resources needed by FBCOs, and organizations that work with them, to improve their capacity, knowledge, and skills

Some of the resources available to CCF intermediary grantees through the NRC are accessible to the public through the ACF Office of Community Services' Web site at [www.acf.hhs.gov/programs/ccf/](http://www.acf.hhs.gov/programs/ccf/).

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*Sustaining Grassroots Community-Based Programs:  
A Toolkit for Community—and Faith-Based Service Providers*

The Substance Abuse and Mental Health Services Administration (SAMHSA) recently published "Sustaining Grassroots Community-based Programs: A Toolkit for Community and Faith-based Service Providers." Grassroots community and faith-based treatment and recovery providers are concerned about continuing critical services for people affected by substance abuse and mental health disorders. This toolkit is designed to help these organizations plan for long-term survival.

For more information visit <http://ncadistore.samhsa.gov/catalog/productDetails.aspx?ProductID=17868>

### **U.S. Department of Housing and Urban Development**

In 2004, the U.S. Department of Housing and Urban Development's Center for Faith-Based and Community Initiatives (HUD CFBCI) launched its signature program, The Art and Science of Grant Writing Training. The 2-day, free workshop, offered in the United States and Puerto Rico, empowers emerging faith-based and community organizations (FBCOs) with the knowledge and skills to compete for public and private grants. Using the HUD SuperNOFA (Notice of Funding Available) grants process, HUD CFBCI trainers show participants how to read a federal register, apply for funding through Grants.gov, identify appropriate funding streams for their program as well as other tools and skills necessary to prepare a successful grant. In addition, to grant writing techniques, potential grantees learn about organizational development, board development, legal guidance for FBCOs, and developing partnerships with state and local governmental entities as well as peer organizations. To date, HUD CFBCI has conducted 339 workshops reaching nearly 40,000 potential applicants.

### **U.S. Department of Justice**

#### *HOPE I and II*

The Department of Justice's Helping Outreach Programs Expand (HOPE I) is a capacity-building program that operates on the intermediary model. Faith-based and other community-based organizations (FBCOs) have a long history of helping victims of crime. More often than not, victims seek the comfort, guidance, and assistance of FBCOs because these organizations are trusted members of the community. Through a series of roundtable meetings with crime victims and victim advocates, the Department of Justice learned that very often FBCOs needed only a small amount of money and access to resources to expand and enhance their outreach and services to crime victims. However, these organizations told the department that all too often FBCOs were not linked to mainstream victim service programs and as a result did not have access to traditional funding sources for services, outreach, and networking.

HOPE I was created to address these concerns. Under this program, the Department works with one intermediary to award sub-grants in an amount of up to \$10,000 to FBCOs to help them provide services to victims of crime. To encourage awards to those partnering with the federal government for the first time, eligible organizations under this program were limited to groups that had not received previous funding under the federal Victims of Crime Act and had an operating budget of \$75,000 or less. So far under this program 543 grants have been made to FBCOs in all 50 states and the District of Columbia and 29,228 victims have been served.

Based on the success of HOPE I in reaching out to FBCO's, the Department of Justice created Helping Outreach Programs Expand II (HOPE II), which also operates on the intermediary principle. However, in this program sub-grant awards were increased to a maximum of \$50,000 per grantee and eligibility standards were expanded. In addition, the intermediary is

responsible for providing capacity building technical assistance to the sub-grantees to develop their ability to sustain their programs through other public and private funding vehicles

So far under HOPE II, 57 sub-grants have been made to FBCOs in 26 states plus the District of Columbia and over 10,729 victims have been served.

#### *Rural Domestic Violence and Child Victimization Pilot Program*

Under the Rural Domestic Violence and Victimization Pilot Program, the Office of Violence Against Women has awarded funding through a cooperative agreement to three intermediary organizations that have agreed to (1) support the activities of small, grassroots faith-based and community organizations in serving rural victims of domestic violence through the management of competitive sub-awards and (2) provide technical assistance to sub-award recipients to develop their capacity to provide services to rural victims of domestic violence and to sustain their activities through other public and private funding vehicles. 50 subawards were made by the intermediaries under this program to rural providers.

The services these rural providers undertake are vital and varied: transporting community members to emergency medical services, accompanying victims to court; advocating for them to law enforcement; assisting with moving to shelters and applying for crime victims' compensation; locating safe, permanent housing; organizing support groups; advancing rent and utility deposits to get the homeless out of shelters; arranging child care and after-school programs; collecting and distributing food and clothing; and offering emotional support.

### **U.S. Department of Labor**

#### *Building FBCO Capacity Through Training and Technical Assistance*

CFBCI has worked with grant-making agencies to provide practical training and clear, consistent, legally accurate guidance designed to strengthen the capacity

of grant recipients and increase the range and quality of DOL-funded services.

The training and technical assistance that CFBCI provides informs FBCOs about partnership opportunities, equips FBCOs to compete effectively for funding, and helps FBCOs develop competencies in employment-related services. To ensure that grantees meet all legal, fiscal, and programmatic requirements, DOL has also developed training and guidance to assist FBCOs in managing their grants. In addition, CFBCI has educated FBCOs and key Federal, state, and local workforce system staff about implementing DOL's regulations and the broader principles of equal treatment. To aid in that effort, CFBCI produced new guidance documents for FBCOs and workforce system staff on updating their policies and program practices. These materials have been distributed through in-person and web-based training.

#### *Technical Assistance and Training for Grassroots Grantees*

While DOL regional staff provided day-to-day oversight of grantee projects, including technical assistance, CFBCI provided educational training to grantees to help them build the capacity of their organizations to deliver services and achieve their service goals. CFBCI provided the training through conference calls and webinars. The grantees selected the training topics, which included information on managing a DOL grant, sustaining programs past the life of the grant, increasing employee retention, increasing grantees' value to businesses, and working with ex-prisoners and their future employers.

To ensure grantees understood how to manage their DOL grant and maximize their funds and partnership opportunities with DOL and other local entities, CFBCI co-hosted an annual Grantee Orientation Conference for grassroots organizations that received a Grassroots Grant. At the conference, CFBCI and ETA educated grantees on such topics as: Results-Based Program Development; Federal Equal Treatment and Religion-Related Regulations; Strategies for Measuring

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Program Effectiveness; Sustainability Strategies: How To Continue Your Program Beyond the Life of the DOL Grant; and Financial and

Grant Management. In addition, CFBCI hosted webinars that provided follow-up training on several of these topics.

#### *Breaking Ground: The Intermediary Model*

Recognizing that smaller FBCOs could benefit from outside expertise in program management, administration, and implementation, DOL developed a model where these organizations could partner with larger intermediary organizations to link with government. Even though mini-grants can be highly effective in tapping into the strengths of small FBCOs, they carry a higher administrative burden for DOL. To fill the gap between service delivery and administrative capacity, DOL designed the intermediary grant model, in which larger organizations—FBCOs, WIBs, state workforce agencies, and other capable entities—provide administrative and program experience to support smaller FBCOs that provide direct services.

#### *Results-Based Management Training for FBCOs*

Among the most important—and underdeveloped—skills a small nonprofit can have is the ability to effectively measure customer services and outcomes. A ready grasp of outputs and outcomes allows an organization to focus on the effectiveness of its programs to ensure results, not merely compassionate intentions. Equally important, measured outcomes demonstrate the viability of the organization to potential government, foundation, corporate, and individual funders. Recognizing the need for small nonprofits to learn effective methods for measuring results, CFBCI launched a one-year case management pilot for recipients of ETA's Grassroots Grants.

The successful, one-year case management pilot grew into four, three-day Results-Based Management Training events in 2007 and 2008. The objectives of the training events were to help the participating FBCOs

answer three questions: (1) how has our program improved the skills, behaviors, or attitudes of our population?; (2) in what ways are people better off for having participated in our program?; and (3) how has our program benefited our community? To answer these questions, participants of the Results-Based Management training events engaged in lecture, discussion, and group exercises on the elements of results-focused evaluation. Each group then produced a program evaluation plan that represented one of their organization's programs. Then, in order to move from theoretical outcomes to measured outcomes, the program provided software systems designed to facilitate the input of customer data, process, and outcomes.

Early results showed that a few hours of case management software training and follow-up technical assistance greatly improved a participating nonprofit's ability to measure and manage its program results. By February 2008, CFBCI provided training and outcomes tracking software to 83 grassroots FBCOs that provide employment related services. The progress of participants will be tracked for one year to ensure they analyze their programs using the techniques they learned at the three-day training.

#### *Teleconferences and Webinars*

CFBCI has made extensive use of teleconferences to train FBCOs, particularly in skills that improve their employment-related services. Teleconference topics ranged from helping ex-prisoners find work to effective partnerships with the public workforce system, and often included a series of events over weeks or months. For example, the *Building Business Partnerships* series included five teleconferences that trained FBCOs on how to form alliances that enable business owners to meet their bottom line and provide employment opportunities for nonprofit program participants. Speakers included human resource consultants and employer representatives from four high-growth industries. Overall, more than 1,000 FBCO staff participated in DOL's teleconferences.



In addition, in 2004, CFBCI hosted its first web-based conference, *Dreams, Stories, and Opportunities: Community and Faith-Based Solutions for the 21st Century Workforce*, for FBCO and public workforce system staff. The virtual conference attracted 1,100 attendees over one month, included online discussion rooms and teleconferences, and featured three primary themes: Creating the 21st Century Workforce, Creating Access to Opportunity, and Building Capacity.

#### *Distribute Information for FBCOs via Email Database*

CFBCI maintains an email database of organizations interested in FBCI-related information. Content delivered through the list ranges from recently available grant opportunities to resources focused on specific areas of service. The CFBCI database delivers information to more than 19,000 email addresses. Participants who have signed up to receive CFBCI emails include nonprofit, business, and government leaders and private individuals.

#### *Partnering with Employers*

FBCOs have a variety of relationships with businesses. Businesses may be represented on their boards or as part of their congregations, or businesses may have formal agreements to hire jobseekers directly from FBCOs. For FBCOs committed to connecting their customers with jobs, it is crucial that they effectively collaborate with businesses. Some FBCOs provide mentoring and other services during the postemployment period that are extremely valuable to employers to help minimize costs due to turnover. These services can help individuals stay employed, develop their careers, and move through career pathways. CFBCI has created several toolkits to help FBCOs connect with employers, including *Making A Difference Through Business Partnerships: A Guide for Faith-Based and Community Organizations*, *Action Steps for Businesses: A Guide to Developing Partnerships with Faith-Based and Community Organizations (FBCOs)*, and *Literature Review: Business/Faith-Based and Community Organization (FBCO) Partnerships*. These guides demonstrate different types of partnerships

between businesses and FBCOs and provide action steps that employers can take to partner with FBCOs.

### **U.S. Department of Veterans Affairs**

The U.S. Department of Veteran Affairs (VA) is an agency committed to serving veterans. VA is building capacity with faith-based and other community-based organizations (FBCOs) in order to continue VA's mission "To care for him who shall have borne the battle and for his widow and his orphan " VA works to address a wide range of issues related to veteran's needs, especially those who are homeless, returning from Afghanistan and Iraq, disabled, and hospitalized. These needs are being addressed through pilot projects; Restore Vision for Homeless Veterans and FBCI = VetSuccess and through programs such as Vocational Rehabilitation & Employment Service (VR&E) Homeless Grant and Per Diem (GPD) Program, and Voluntary Service Program. As a result of VA being committed to building capacity and partnering with FBCOs to serve veterans, the following efforts were achieved:

#### *Homeless Veterans*

GPD program has been expanding networks of FBCOs providing services to homeless veterans. During this expansion, the number of homeless veterans has been reduced by nearly 40% from 2001 to 2007 and an increased the number of homeless veterans treated in homeless programs by 74%. The Homeless Providers Grant and Per Diem Program (GPD) at VA partners with FBCOs to develop and provide housing and support services to help homeless veterans transition from the streets to stable housing and employment. GPD has worked aggressively to expand partnerships with effective FBCOs to meet the needs of veterans. From 2002 to 2008 the number of partner FBCOs funded through GPD rose from 176 to 590. Through these partnerships, GPD has created more than 9,800 transitional housing beds and serves more than 15,000 veterans annually. Further, an additional 4,700 beds will be created in the near future. Notably, over 80 percent

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of homeless veterans in residential programs with VA services were appropriately housed one year after their discharge from that program.

Through the Restored Vision for Homeless Veterans pilot, VA has partnered with FBCOs since 2006 and provided over 550 homeless veterans with eyewear. To learn more about this program, view the video at the end of the page. To learn more about VA's Homeless programs go to: [www.va.gov/homeless](http://www.va.gov/homeless).

#### *Veterans Returning from Afghanistan and Iraq*

VA liaisons work to engage FBCOs around the country in ways that will complement VA services provided to veterans returning from Operation Enduring Freedom and Operation Iraqi Freedom. Under the VA Chaplain Service local VA chaplains conduct half-day training events throughout the country to provide education and resources for clergy members on physical, mental, and spiritual health issues experienced by some returning veterans and their families.

- In FY 2007, VA chaplains conducted 23 training events attended by 1,330 participants.
- Chaplain Open Houses provide FBCOs with information about VA programs for returning veterans and how they can participate in them. The VA has hosted Open Houses across the country, reaching nearly 700 participants.
- In FY 2008, VA Chaplain Service sponsored 65 Education Day Events around the nation and distributed 2600 Resource Information Packets on caring for returning warriors and their families

#### *Disabled Veterans*

VR&E has been expanding partnerships with FBCOs around the country. Through the FBCI=VetSuccess pilot, opportunities for employment and supportive services are being provided to veterans with service connected disabilities. For example, as a result of these partnerships, from FY2005 to FY 2008, 2079 veterans with service connected disabilities have been employed by faith-based and community organizations. The development of four Memorandums of Understanding and 150 new networks with FBCOs have resulted from this partnership. To learn more about the FBCI=VetSuccess program go to: [www.vetsuccess.gov](http://www.vetsuccess.gov).

#### *Hospitalized Veterans*

In 2007, the VA admitted approximately 589,000 veterans to VA hospitals. The Department of Veterans Affairs Voluntary Service (VAVS) was founded in 1946 to provide for veterans while they are cared for by VA health care facilities. VA Voluntary Services has been engaging FBCOs to draw upon volunteers to assist hospitalized veterans. It is one of the largest volunteer programs in the federal government. Men and women from their teens to their nineties become volunteer partners on the VA health care team. For example, 65 major veterans, civic and service organizations and more than 350 State and local FBCOs are actively involved in providing services to hospitalized veterans in their local communities. In fiscal year 2007, 85,428 active volunteers contributed a total of more than 11.6 million hours of service—To learn more about VA's Voluntary Service program go to: [www.va.gov/volunteer](http://www.va.gov/volunteer).

To learn more about VA pilots and programs go to <http://www.va.gov/fbci>

## BIOGRAPHIES

## STRENGTHENING COMPASSION ROUNDTABLE

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### ■ AMY MINZNER

*AICP, Associate*

*Abt Associates Inc.*

Ms. Amy Minzner, AICP, Associate, is currently the director of Abt Associates' Evaluation of the Compassion Capital Fund (HHS). In this capacity, Ms. Minzner oversees the implementation of the Outcome and Impact evaluations, both of which are designed to measure whether the technical assistance and subawards provided through CCF have improved the organizational capacity of participating FBCOs. The Outcome study surveyed over 1200 FBCOs that were served by 44 intermediaries; the Impact study is surveying 455 FBCOs, half of which received assistance from 10 intermediaries, have of which did not receive any services.

In addition to her role as evaluator of the CCF Demonstration, Ms. Minzner plays a leadership role on several workforce development evaluations, including the *SkillWorks* Outcome Evaluation, the *Center for Working Families* Formative Evaluation, and the *Skill Up* Formative Evaluation. Each of these nationally recognized capacity building and workforce development initiatives has required a rigorous evaluation design and in-depth qualitative and quantitative data collection, management, and analysis. Ms. Minzner is involved in all aspects of the evaluation process, from articulating a program's Theory of Change, to determining appropriate performance indicators and outcome measures, to analyzing and interpreting results.

Prior to joining Abt Associates, Ms. Minzner served as Executive Director of a small FBCO focused on downtown revitalization. Under her leadership, the organization evolved into a respected and influential political entity, resulting in increased private and public investment and a renewed community identity. Ms. Minzner also led the community planning efforts of the Texas-based *Lower Colorado River Authority* (LCRA). She

provided technical assistance to communities throughout their 58-County Service Region, facilitating over one hundred public meetings and strategic planning sessions for community organizations, municipal and county governments, and boards of directors. Ms. Minzner received a MSCRP (Community and Regional Planning—Economic Development) and a MA in Latin American Studies from the University of Texas at Austin.

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### ■ ANGELA H. TAYLOR, PH.D.

*Director of Research, Evaluation and Partnerships*

*William Byrd Community House*

Angela H. Taylor, Ph.D. is the Director of Research, Evaluation and Partnerships at the William Byrd Community House, a nonprofit organization creating pathways to success in Richmond, Va. Taylor brings experience in evaluation, research methods, community engagement and capacity building to William Byrd. She is currently overseeing the Richmond Empowers Youth (REY) capacity building training grant supported by the Capital Compassion Fund through the Office of Health and Human Services. Taylor previously served as faculty at Virginia Commonwealth University in the department of sociology and as a senior research associate at the Survey and Evaluation Research Lab at VCU. She is currently an assistant professor at the University of Richmond, teaching courses in management and research methods. Taylor is a founding partner in Technology Assurance Group, Inc., an information systems consulting group based in Richmond. Her primary interests are in community engagement, management and assessment.

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## ■ BYRON JOHNSON

*Professor of Sociology, and Director*

*Institute for Studies of Religion, Baylor University*

Byron Johnson is Professor of Sociology and Director of the Institute for Studies of Religion (ISR) as well as director of the Program on Prosocial Behavior, both at Baylor University. He is also a Senior Fellow at the Witherspoon Institute in Princeton, New Jersey, and Senior Research Scholar at the Institute for Jewish and Community Research in San Francisco. Before joining the faculty at Baylor University, Johnson directed research centers at Vanderbilt University and the University of Pennsylvania. Johnson is currently completing a series of studies for the Department of Justice on the role of religion in prosocial youth behavior. He is recognized as a leading authority on the scientific study of religion, the efficacy of faith-based organizations, domestic violence, and criminal justice. Recent publications have examined the impact of faith-based programs on recidivism reduction and prisoner reentry. Along with other ISR colleagues he is completing a series of groundbreaking studies on religion and spirituality in China. Professor Johnson is currently partnering working with the Gallup Organization on a global study addressing religion and spirituality in 142 nations. He has published more than hundred journal articles and book chapters, as well as several books and many research monographs. Johnson's research has been used in consultation with the Department of Justice, Department of Defense, Department of Labor, and the National Institutes of Health. His research has been used in consultation with the Department of Justice, Department of Defense, Department of Labor, and the National Institutes of Health. Elizabeth, please feel free to shorten.

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## ■ DANIEL SCHNEIDER

*Acting Assistant Secretary, Administration for  
Children and Families*

*U.S. Department of Health and Human Services*

Daniel C. Schneider, Principal Deputy Assistant Secretary for the Administration for Children and Families, assumed the acting Assistant Secretary role effective April 9th, 2007. Dan joined the Department in March 2005 and has been a key member of the senior leadership team at ACF.

Daniel Schneider was the Principal Deputy Assistant Secretary for Children and Families at the United States Department of Health and Human Services. With a \$49 billion budget, the Administration for Children and Families (ACF) is responsible for programs that promote the social and economic well-being of America's children, youth and families.

Prior to his appointment at ACF, Mr. Schneider served as the General Counsel at the National Endowment for the Humanities (NEH), an independent grant-making agency of the United States government dedicated to supporting research, education, and programs in the humanities. During his NEH appointment he was detailed for one year to the White House Office of Presidential Personnel where he served as the Deputy Associate Director. Mr. Schneider's first appointment in the executive branch was at the U.S. Department of Labor where he served as the White House Liaison.

Prior to joining the Bush administration he worked for four years on Capitol Hill as the Chief of Staff to U.S. Congressman James R. Ryun. Mr. Schneider came to Washington, D.C. from New York City where he practiced law with a New York-based international law firm. Before commencing his legal practice he lived in the People's Republic of China where he was the Commercial Attaché for the Kansas Commerce Department.

He holds a law degree from Columbia University and two undergraduate degrees from the University of Kansas in Lawrence.

## ■ DAPHNE WALKER-THOTH

*Executive Director*

*Committed Caring Faith Communities*

Daphne Walker-Thoth was one of the founding members of Committed Caring Faith Communities (CCFC) 13 years ago in St. Louis, Missouri. Having served as the chair of the organization's board of directors for four years and then as the volunteer acting executive director for 3½ years, she was officially named executive director July 1, 2008. Daphne is on loan to CCFC from the University of Missouri's Institute of Mental Health where she holds a position as a faculty research associate. Prior to joining the university, she was a project manager for the Missouri Division of Alcohol and Drug Abuse. She has more than 20 years of experience managing major federal substance abuse prevention, treatment, and recovery grant programs. Daphne has a master's degree in education with an emphasis on counseling, and she is a Missouri advanced certified substance abuse prevention professional. She has received numerous awards for her effort in organizing Missouri's statewide substance abuse faith initiative. Daphne is chair of the Staff-Pastor Parish Relations Committee at Christ Community United Methodist Church and the treasurer of her church's United Methodist Women's organization.

## ■ DAVID WRIGHT

*Executive Director*

*Black Ministerial Alliance*

Born and raised in Roxbury, David Wright is a native Bostonian. A product of Boston Public schools, he is a graduate of both the Boston Latin School and holds degrees from Harvard College, *cum laude*, and Harvard Law.

Mr. Wright is a bar certified attorney with skill in litigation, contract and employment law. From 1999 to 2004, Mr. Wright has served as the president and

CEO of the African American Federation of Greater Boston, Inc. (the "Federation") a collaboration of 35 community-based organizations located in inner-city Boston. In this capacity, Mr. Wright has worked with boards and organizations to build infrastructure, do strategic planning, develop and strengthen boards, and obtain other resources critical to the sustainability of community organizations.

Mr. Wright has also served as a consultant for the Boston Capacity Tank of the Black Ministerial Alliance. He specialized in Board Development and Strategic Planning for community and faith based organizations.

In October 2004, he took the deputy director position at the Black Ministerial Alliance of Greater Boston, Inc. (the "BMA"). In this position he oversaw day-to-day operations, as well as the Victory Generation After School Program and the Education Action Project. He also served as the director of BMA's Black Church Capacity Building Project, a decade old initiative to strengthen the social ministries of churches through capacity building and expansion grants.

In October 2007, Mr. Wright was chosen to lead the BMA as its executive director. In this capacity he is now responsible for all aspects of this dynamic, faith-based organization. These new responsibilities include setting vision, developing the program directors, implementing board priorities, and ensuring the fiscal and programmatic success of the BMA.

Mr. Wright is an ordained minister at the Abundant Life Church in Cambridge, where he serves as the director of Men's Ministries. David is a husband, and a proud father of two boys, Nathan, "*The Boy Wonder*," and Micah, "*The Boy of Steel*," and one daughter, Elizabeth, "*The Girl Without Fear*." He currently resides in Boston, Massachusetts with his lovely wife, Shelby.



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## ■ DAWN PILKINGTON

*Program Director*

*CCF National Resource Center*

Dawn Pilkington's twenty-four-year career has been dedicated to designing and implementing human services and community development programs for high-risk populations. She has directed complex projects in nonprofit, government, and consulting environments. Her focus is on designing, integrating, and delivering high quality, high impact services to our nation's most vulnerable populations individuals and families struggling with homelessness, domestic violence, mental or physical illness, incarceration, addiction, delinquency, abuse, neglect, and economic hardship. Dawn has expertise in community assessment, collaboration and partnerships, stakeholder engagement, consensus building across a range of sectors and political perspectives, redesign of human services delivery systems, and nonprofit capacity building. She Dawn spent twelve years in nonprofit leadership roles as program director and executive director for secular and faith-based community organizations, as well as for an intermediary organization.

During her nonprofit career, Dawn designed, launched, and directed a model outcomes-based transitional housing program for homeless people that helped 87% of formerly homeless people retain housing after two years, far exceeding the national average for such programs. In Northern Virginia, she led two major relocation projects for displaced, low-income residents. Elected officials and other stakeholders expected mass homelessness, but Dawn's team placed 100% of participating tenants into permanent housing, and established and obtained funding for rental assistance programs in the process. As executive director for an intermediary, Dawn's team provided training and technical assistance to 300 grassroots service providers, enabling them to conduct community needs assessments and form collaborative partnerships that resulted in 8 million dollars in new grants within three years for the county's homeless service provider network.

As a consultant for public sector clients, Dawn has managed several technical assistance contracts for HHS and HUD grantees. She led a 50 million dollar technical assistance contract for HUD's Office of Community Planning and Development. Currently, as director for the Compassion Capital Fund's (CCF) National Resource Center, Dawn oversees the delivery of technical assistance and training to CCF-funded grantees. The Center ensures that grantees of CCF's Demonstration, Targeted Capacity Building, and Communities Empowering Youth programs have the tools, training, and support they need to execute their capacity building programs and improve and expand services in their communities. Dawn earned an MS in organizational development from GMU's School of Public Policy, and a BA in psychology.

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## ■ ERIN BRACKNEY

*Policy and Research Specialist, Research,*

*Learning & Evaluation*

*OneStar Foundation*

In Erin's capacity as Policy and Research Specialist at OneStar Foundation, she coordinates the development and implementation of OneStar's policy, research and evaluation goals across different initiatives in support of OneStar's mission to ensure that the nonprofit sector in Texas is delivering valuable results, sustaining high levels of impact, and solving critical issues facing the state.

Erin's primary interest and professional experience are in the field of social work, social policy and evaluation. Erin's experience includes work in both national and state level arenas as Policy Fellow for the Institute for the Advancement of Social Work Research in Washington, DC, within the offices of a United States Representative as well as the Michigan Department of Human Services. Erin has also practiced social work in a variety of clinical settings, including within a long-term care facility, and as a sexual assault crisis counselor for a community-based advocacy organization.

Other professional and volunteer experiences have centered on child welfare, development and advocacy both here in Texas as well as globally, including work in Cochabamba, Bolivia.

Prior to becoming Policy and Research Specialist, Erin served as Program Coordinator for a diverse portfolio of OneStar grantees empowering programs toward success through support, capacity building training and technical assistance.

Erin received her Master of Social Work from the University of Michigan School of Social Work and her Bachelor of Arts from Baylor University.

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## ■ JEDD MEDEFIND

*Special Assistant to the President and Acting Director  
White House Faith-Based and Community Initiatives*

Jedd Medefind serves as Special Assistant to the President and Acting Director of the White House Office of Faith-Based and Community Initiatives. In this role, Medefind leads the White House Office and its partner Centers in eleven major Federal agencies to strengthen the work of frontline nonprofits and social entrepreneurs and ensure their role as central partners in any Federal effort that addresses human needs—from addiction, homelessness, prisoner reentry and at-risk youth to global HIV/AIDS and malaria.

Prior to his current role, Medefind served as Deputy Director of the Faith-Based and Community Initiative (FBCI), managing the White House Office team and implementing Presidential priorities across the Federal government. He also served as Director of the FBCI Center at the U.S. Department of Labor, where he led efforts to expand the work of faith-based and other community groups in cutting crime and prisoner recidivism, boosting welfare-to-work efforts and helping individuals overcome poverty through successful employment.

Previously, Medefind filled a range of posts in the California State Legislature, including Communications Director and Chief of Staff in the State Senate and State Assembly. He also helped create and lead the California Community Renewal Project, which provides resources and training to organizations that serve the state's most challenged communities. Medefind has worked, studied and served in more than thirty countries, including projects in Guatemala, Bangladesh, the Kingdom of Lesotho and a number of other countries. He also worked for Price-Waterhouse Russia in Moscow.

The book *Four Souls*, which he wrote with three close friends, explores questions of faith, poverty and community amid a journey around the globe. His most recent book, *The Revolutionary Communicator*, examines the grace and greatness of Jesus' approach to communication and leadership. Jedd and his wife Rachel and their two daughters live in Washington, D.C.

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## ■ JONATHAN FORD

*Executive Director  
Turning the Tide*

Rev. Jonathan Ford is a true Philadelphia son. Born and raised in the Germantown and Mt. Airy sections of Philadelphia, he attended Central High School. While matriculating at Central he was president of the 246th class for two consecutive years and was an all-star football athlete. After graduation from Central, he was accepted to the Wharton School at the University of Pennsylvania. While there, he participated in the varsity football program and helped the Penn Quakers win an Ivy League Championship. After graduation, he began his professional career in New York City at Price Waterhouse Coopers, specializing in information technology for financial services companies. Entrepreneurial pursuits led Jonathan to establish RMD Concessions with other business partners. RMD focused on food and retail concessions in airports and sport facilities. After a successful three-year stint, Jonathan

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returned to management consulting and the Philadelphia area by taking a senior position with KPMG Peat Marwick in their electronic commerce practice. He was recruited from there to join Automated Financial Systems, the leading commercial lending solution provider in the United States, with over 90 of the top 100 banks in America utilize their products and services. Jonathan Ford joined as the director of consulting services to lead the company's business re-engineering and change management practices. After a number of successful years in corporate America, Rev. Ford left to pursue entrepreneurial opportunities again. He is currently the managing partner for Urban Harvest Partnership, LLC, a US Small Business Administration 8(a) certified minority firm specializing in wireless technology for businesses and municipalities.

Rev. Ford also the executive director of Turning the TIDE, a technology training center operated as a separate non-profit subsidiary of the church. Turning the Tide has received a number of federal grants to support its renowned program, Project ECHO, which focuses on providing job training and job placement services, along with entrepreneurial training for ex-offenders. Turning the Tide was recognized in March 2007 by the U. S. Department of Labor with it "Compassion Award" for its exemplary services and long-term success. Under Rev. Ford's leadership, Turning the Tide has become one of the leading faith-based organizations to provide HIV/AIDS education, counseling and rapid-testing in the city of Philadelphia.

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#### ■ JOVETTE GADSON

*Project Manager, Center for Faith-Based and Community Initiatives*

*U.S. Department of Housing and Urban Development*

Jovette Gadson serves as Project Manager with the U.S. Department of Housing and Urban Development's (HUD) Center for Faith-Based and Community Initiatives. She currently oversees the HUD Center for Faith-Based and Community Initiatives' "The Art and

*Science of Grant Writing Training*" program. The nationwide workshop instructs emerging faith-based and community organizations on the finer points of grant writing. Jovette began her tenure with the federal government as a Presidential Management Fellow in 2002. The 2-year fellowship gave her the opportunity to explore urban planning issues in the public and non-profit sectors. During the program, she completed assignments with General Services Administration and the 14th and U Main Street Initiative in Washington, DC. Jovette holds a Bachelor of Arts in Public and Urban Affairs from Virginia Tech and a Masters of Urban and Environmental Planning from the University of Virginia.

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#### ■ KELLI TAYLOR

*Co-founder and Executive Director  
Free Minds*

Kelli Taylor, Co-founder and Executive Director- Kelli was a television news and documentary producer for 12 years before starting the Free Minds Book Club & Writing Workshop in late 2002. She has been working with young inmates since 1998, when she began as a volunteer tutor and mentor with Offender Aid & Restoration at the Arlington County Jail in Arlington, Virginia. She lives in Arlington with her husband and two children.

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#### ■ MARIA NAGORSKI

*Executive Director  
Fair Chance*

A professional manager, trainer and program developer, Ms. Nagorski has more than 25 years of experience in social justice, advocacy, international development and youth empowerment.

Currently, Ms. Nagorski is the Executive Director of Fair Chance, a non profit organization working to strengthen and build capacity of NGOs dedicated to



improving the lives of children and youth in Washington DC. Prior to this, she was an independent consultant working with a variety of international and domestic non-profit organizations, foundations and donor agencies. Her areas of expertise include strategic planning and organization development, program start-up and design, leadership and management training, partnership and team building, resource development, evaluation, and management of international and multicultural teams and projects.

Maria has been working with the White Ribbon Alliance for over five years as a strategic planning and organizational development consultant. She had a wide range of clients with social justice, reproductive health and community development missions and goals. She designed and conducted training programs for the Corporation for National Service and the U.S. Peace Corps; technical assistance and project management for the U.S. Agency for International Development; design and management of security awareness training for the World Food Program; strategic planning with the Partnership for Safe Motherhood and Newborn Health and the design and conduct of program evaluation studies for the Lilly Endowment, Goldman Sachs and MacArthur Foundations. As a staff member, she served as Legislative Assistant to two US Congressmen

Ms. Nagorski was the founding Executive Director of the Center for Youth as Resources, a national non-profit organization promoting social change through innovative youth-directed community service. She also served as the Deputy Executive Director for the National Crime Prevention Council with management responsibilities for multiple projects and staff in Washington, DC and field locations. She has designed and managed cutting edge projects in civil society development, youth leadership, volunteer service, advocacy and community change.

## ■ QAADIRAH ABDUR-RAHIM

*Executive Director*

*Future Foundation, Inc.*

A compassionate leader and jewel to the Atlanta community, Qaadirah Abdur-Rahim brings over 10 years of combined youth development, non-profit management, and capacity-building experience as Executive Director of Future Foundation. Her position is more than a job; it's a personal mission. To fulfill this mission, Qaadirah finalized her Bachelor's degree in Social Welfare from the University of California-Berkeley in 1999 and a Master's degree in Sports and Fitness Management from the University of San Francisco in 2002.

Most of Qaadirah's career revolved around youth. However, she also served as a U.S. Air Force Reservist and received several meritorious service awards for her non-combat duties during the September 11 attacks.

Seeing organizations succeed as sustainable entities is Qaadirah's passion and the reason she continues to support non-profit leaders, bringing life to their visions. With experience stretching beyond the non-profit arena, she implemented youth programs for Nike, taught physical education classes at a prestigious, private music school in Berkeley and arranged college tours around the country for well-known consumer brands.

Her corporate experience proved a solid foundation for her role as Executive Director. Since taking the helm at Future Foundation in 2005, Qaadirah's leadership inspired growth from one program serving a dozen children to nine programs reaching more than 4,000 children. In addition, revenues soared to over \$1 million annually, and the organization secured numerous grants from local, state and federal agencies.

Qaadirah's results-driven approach to leadership and uncompromised standard of excellence has earned her a seat at the table of Atlanta's most influential professionals, most recently as a 2007 Power 30 Under 30 finalist. Joining the ranks of individuals who accomplished

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great feats at a young age, she embodies the fortitude and finesse of a woman bold enough to affect change and inspire hope in at-risk communities.

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## ■ RHETT BUTLER

*Special Projects Coordinator*

*White House Office of Faith-Based and Community Initiatives*

Rhett Butler serves as Special Project Coordinator at the White House Office of Faith-Based and Community Initiatives. Before that, he was Director for the Center for Faith-Based and Community Initiatives at the U.S. Department of Labor (DOL). Prior to joining the DOL Center in June 2003, Rhett worked as legislative director for a U.S. Congressman. He also served in the offices of a U.S. Senator and two other U.S. Congressmen. Rhett received an undergraduate degree from Penn State University and a graduate degree from Johns Hopkins University.

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## ■ SAMUEL ACEVEDO

*Executive Director*

*Boston Higher Education Resource Center*

The Boston HERC's core programs are designed to help at-risk youth to be admitted to college and, once there, to have the tools to graduate. These programs include: one-on-one Mentoring (50 students); Passport (20 juniors and 20 seniors in intensive program preparing them for college); and SAT Preparation (150 students). In addition, we serve Latino adults through an ESOL program (120 students) and a Spanish language Computer Literacy program (24 students).

Boston HERC began in 1999 as an outreach program of the Congregación León de Judá, a predominantly Latino church with over 1,200 members. In that time, the Boston HERC has earned a reputation as a community leader in preparing at-risk kids for the demands of a higher education. Our next program, which we will launch in the fall of 2008, will help students of Title I schools achieve academic proficiency. Key accomplishments include:

(1) 100% of the students graduating from our Passport Program have gone on to four-year colleges, and about one-third of them received full-tuition scholarships.

(2) At least 750 Boston HERC students have gone on to college since 1999, a 98% college attendance rate among Boston HERC "graduates" with whom we have been able to track.

(3) The Boston HERC was recognized by President George W. Bush as an organization that, "mentors inner-city teens so they have a chance to realize the great dreams of America.," and by The College Board as, "an organization clearly making a difference in connecting students to opportunity through education."

(4) In June 2007, the Boston HERC became Boston's first Latino organization to be designated by the Massachusetts DOE to provide tutorial services to students attending Title I schools (as a "Student Educational Supplement Provider").

(5) The Boston HERC's first high school students are now graduating from college and working in the Boston area with employers such as Fidelity Investments and Boston University Medical Center. One "HERC alum" who recently graduated from Harvard now leads the Boston HERC's Passport Program.

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■ **STEVE MCFARLAND**

*Director, Task Force for Faith-Based and Community Initiatives*

*U.S. Department of Justice*

Steven T. McFarland became the director of the Task Force On Faith-Based And Community Initiatives in the U.S. Department of Justice in May 2005. Previously, he served prisoners abroad as Vice President For Programme And Partnership Development for Prison Fellowship International (2002-05); helped advise U.S. foreign policymakers regarding religious persecution as the first Executive Director of the U.S. Commission On International Religious Freedom, an independent advisory body of the federal government (1999-2002); advocated and litigated for religious liberty in the U.S. as Director of the Christian Legal Society's Center For Law And Religious Freedom (1991-99); and practiced commercial and First Amendment law in Seattle (1980-91).

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■ **SUSAN ADAMS**

*Director of New Partner Outreach, Office of the U.S. Global AIDS Coordinator*

*U.S. Department of State*

Ms. Susan Adams serves as Director of New Partner Outreach for the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) at the Office of the Global AIDS Coordinator (OGAC). In this capacity, she runs the \$200 million New Partners Initiative, serves as co-chair of the Community and Faith-based Organizations Technical Working Group, and is the liaison to organizations interested in partnering with PEPFAR. Ms. Adams previously served at OGAC as Senior Advisor for Public-Private Partnerships. Prior to joining OGAC, Ms. Adams served at the U.S. Agency for International Development (USAID) and twice in the U.S. Senate as Committee and Member staff.

